



WORLD FREE ZONES  
ORGANIZATION

**FREE ZONE OF THE FUTURE PROGRAM**  
**presents**

# IZDIHAR INDEX

**The most advanced Free Zone development model** available  
exclusively from the World Free Zones Organization

2019



# RAISING THE BAR

## **Free Zone of the Future and Izdihar Index**

Growing your Free Zone into a global force

p. 3

## **BEEC and the Izdihar Opportunity**

Your Free Zone on the Izdihar Maturity Curve

p. 9

## **Izdihar Index elements**

Every facet of the Index explained

p. 13

# YOUR MARKET

Free Zones channel over **23%** of global trade<sup>1</sup>

There are over **3,500** Free Zones around the world<sup>1</sup>

**66 million** people are employed in Free Zones<sup>1</sup>

To stand out, a Free Zone needs **validation**

## DRIVERS OF VALUE

Free Zones promote private sector investment, FDI, export diversification, as well as knowledge and skill transfer, improved labour conditions and environmental standards.

To be attractive to tenants and stakeholders, a Free Zone needs to demonstrate a clear value proposition with global standards.

With global business and economic benchmarking and a clear quality label as **Free Zone of the Future**, a Free Zone will achieve the validation it needs to attract more clients globally.

<sup>1</sup> OECD 2018

# YOUR PARTNER



## KNOWLEDGE

Benchmarking data, industry analysis, expert briefings and relevant insights, exclusive to member Free Zones



## NETWORK

Links to markets, investors and partners through our dedicated platform and world class annual conference and exhibition



## SUPPORT

Best-in-class accreditations, certifications and development programs to enhance every aspect of your value proposition

## WORLD FREE ZONES ORGANIZATION (*WORLD FZO*)

Our core mission is to support Free Zones and their stakeholders in their journey to full potential. Our annual conference has become an incubator of ideas and projects to enhance Free Zones globally.

We have built a platform for member Free Zones to connect, share knowledge and partner together. To that end, we have designed tools, resources and frameworks to enable every Free Zone to reach its utmost potential.

# YOUR ANNUAL BEEC DATA



## BUSINESS EXCELLENCE

The way a Free Zone delivers its services and conducts its daily business practice



## ECONOMIC CONTRIBUTION

The extent to which a Free Zone adds to the economy of its host country

Visit [izdiyar.worldfzo.org](https://izdiyar.worldfzo.org) to upload your data at no charge and claim your **free** privileges

### Non-members

**No yet a member?** Receive **free of charge**:

- Honorary **access to 5 exclusive World FZO industry reports**
- Eligibility to the **Izdiyar Index** (part of the **Free Zone of the Future** program)

### Members

**Already a member?** Receive **free of charge**:

- Exclusive **access** to a dedicated **online Izdiyar Index-based training seminar**
- Eligibility to the **Izdiyar Index** (part of the **Free Zone of the Future** program)

## TRACKING METRICS

Governments set up free zones so they can provide two things:

- **Business Excellence** in their relevant industry
- **Economic Contribution** to the host country

Together, these are referred to as **BEEC**.

The World FZO has designed a set of metrics for free zones to use as a measure of their performance along these key dimensions, **at no charge**.

**This annual BEEC analysis provides essential global benchmarking for every contributing Free Zone.**

As the Free Zone community becomes increasingly global, such benchmarking is now more important than ever.

# YOUR ANNUAL FREE BEEC PRIVILEGES

## ACCESS TO KNOWLEDGE

Honourary guest access to **exclusive World FZO industry reports**

Access to dedicated BEEC-based industry seminar

Detailed benchmarking on two principal facets of free zone deliverables



### INTELLIGENCE

World FZO analysis and training offers tremendous opportunities to drive global trade business further



### ELIGIBILITY

Your BEEC data is the first step on the Izdihar Index journey that every Free Zone should take to fulfill its full potential

## ACCESS TO IZDIHAR

Become **immediately eligible to access the Izdihar Index** and fulfill your whole business potential

Set the base to build your **transformation**

Your BEEC data is the first step towards your Izdihar journey

Visit [izdihar.worldfzo.org](https://izdihar.worldfzo.org) to upload your data and claim your **free** annual privileges

# YOUR ROADMAP BEYOND BEEC

Beyond annual BEEC benchmarking, the **Izdihar Index** paves your way to greatness

## KEY ELEMENTS

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The **Free Zone of the Future** program is designed to let you reach your maximum performance potential.

It is built around the **Izdihar Index**, a roadmap to the coveted '**Free Zone of the Future**' status.

By defining, tracking and developing key performance indicators, the **Izdihar Index** allows you to enhance your value proposition to present and future clients.

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### BEEC DATA

World FZO members have exclusive access to this tailored solution **once they enter their annual BEEC data**

### IZDIHAR INDEX

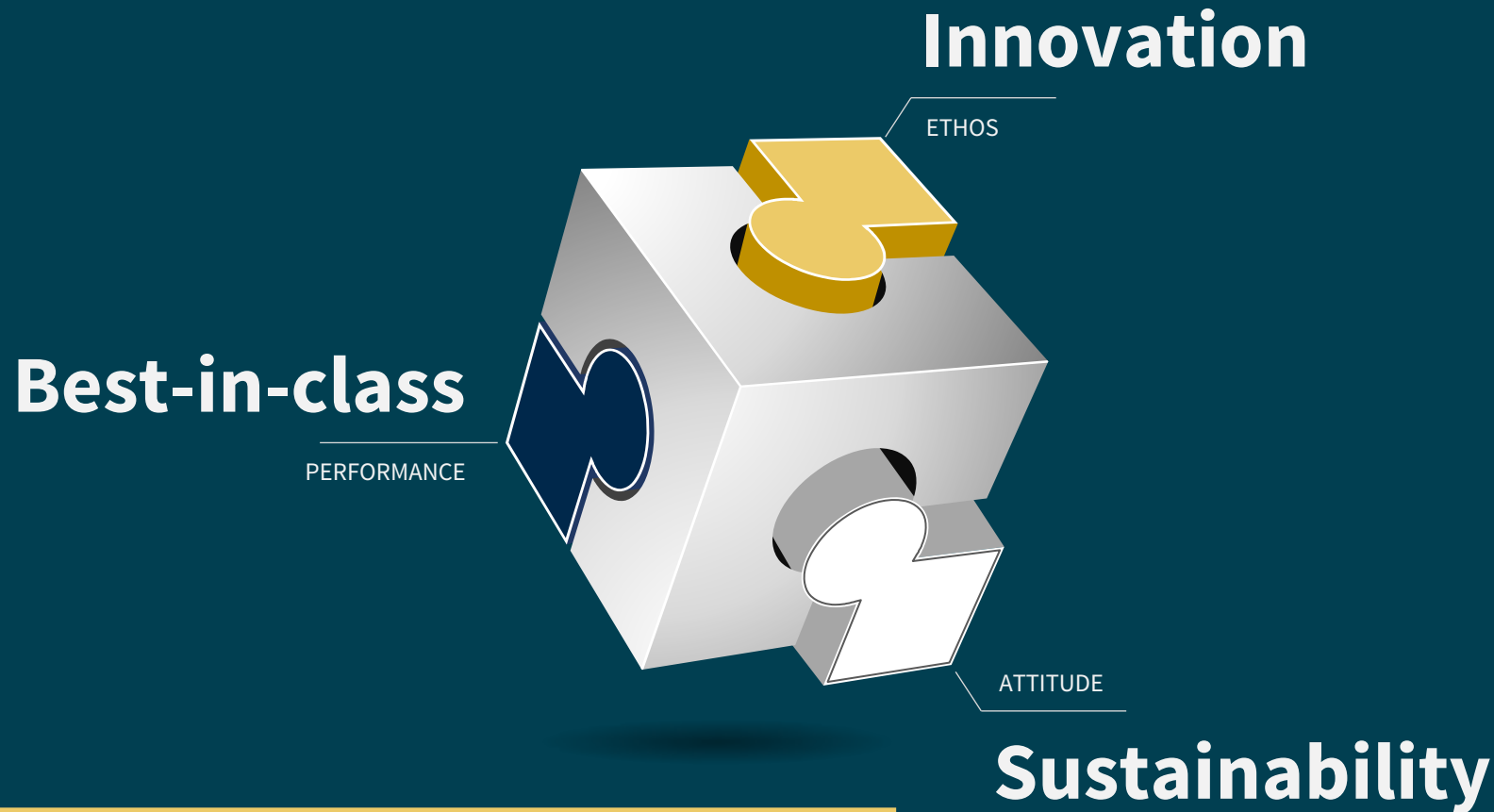
The index is both qualitative and quantitative, designed to identify development opportunities



### MATURITY CURVE

Your journey to Free Zone of the Future status is tracked in key achievement levels

# YOUR ENHANCEMENT DIMENSIONS



As a qualitative Index, Izdihar lets each Free Zone measure itself against its maximum potential, then chart a course to reach that potential in the most effective and efficient way.

## THE WAY FORWARD

Business excellence and Economic contribution are no longer enough for Free Zones.

To rise to the new standards of the global economy, Free Zones must demonstrate excellence in new dimensions.

The World FZO has constructed the Izdihar Index around these essential dimensions to best deliver tangible results to participating Free Zones.



# IZDIHAR INDEX

**3 DIMENSIONS**

**9 SEGMENTS**

**45 INDICATORS**

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The Index contains **57 data points** from which it monitors **45 indicators** of progress on its Maturity Curve.

The indicators are qualitative, measuring a Free Zone's degree of achievement in given fields.

These indicators are used by World FZO to tailor consultancy mandates for each Free Zone, delivered as part of their involvement in the Free Zone of the Future program.

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**1**

## Best-in-class practices

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### Knowledge Based

Knowledge creation and sharing  
Knowledge management  
Knowledge investment  
Knowledge impact  
Knowledge exploitation

### Safe Zone

Hazards, risks and programs  
Compliance/non-compliance  
Emergency preparedness and tech  
Meetings and auditing  
Supply chain & security requirements

### Tech Ready

Smart environment  
Smart offices  
Smart IT connectivity  
Digital transformation  
Cybersecurity

**2**

## Innovation

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### Entrepreneurial

Strategic direction  
Ease of doing business  
Job creator  
Innovation  
Achiever

### SME developer

Legal environment  
Financial support  
Business support  
Support market expansion  
Services delivery infrastructure

### Innovative

Strategy & culture  
Life cycle process  
Enabling factors  
Innovation impact  
Intellectual property

**3**

## Sustainability

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### Environmental friendly

Green design & build  
Water & energy efficiency  
Natural resources  
Transportation  
Green community

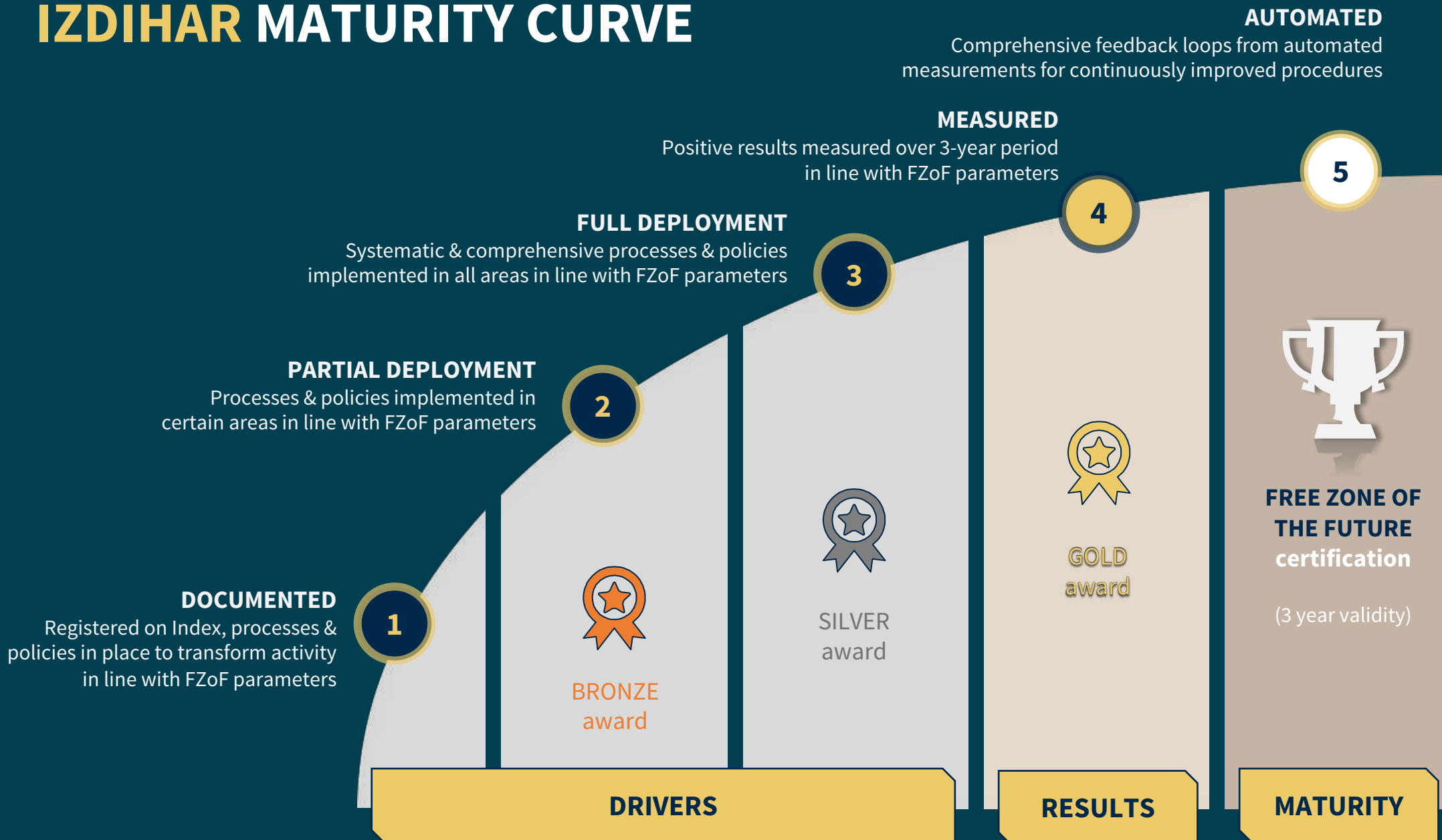
### Good place to work

Policies  
Communication  
Employees rights  
Infrastructure  
People engagement

### Socially responsible

Diversification & equal opportunities  
Health, safety & environment  
Donation & sponsoring  
Community awareness  
Encouraging citizen wellbeing

# IZDIHAR MATURITY CURVE



# IZDIHAR THRESHOLDS

**LEVEL** awards  
**PILLAR** certificates  
**FREE ZONE OF THE FUTURE** status



Izdihar measures you against yourself, not your competitors  
Large or small, every Free Zone can blossom to its full potential  
with the Izdihar Index

# YOUR JOURNEY TO FZoF STATUS

To reach to top of the **Izdihar Maturity Curve**, several elements are required



## IZDIHAR INDEX DELIVERS A FULL PACKAGE OF SOLUTIONS

Every participating Free Zone receives a clear set of tools to embark on its journey to Free Zone of the Future status.

# YOUR IZDIHAR PACKAGE

Designed to enhance every aspect of your value proposition



## IZDIHAR INDEX DASHBOARD

**Qualitative progress measurement** along the 45 key indicators towards Free Zone of the Future certification



## TAILORED TRAINING & CONSULTANCY

**On-site consultancy every quarter**, with vetted **industry experts**, to analyse progress and determine next steps to the next certification level



## MATURITY CURVE PROGRESS CERTIFICATES

**Progress validation at every level** along the Izdihar Maturity Curve to showcase progress for marketing and brand perception purposes



## A FULL SERVICE SOLUTION

Transform your Free Zone with **an investment** that reaps rewards from the very beginning

# YOUR IZDIHAR INDEX DASHBOARD



## SYSTEMIC ENHANCEMENT

*Full set of metrics at your fingertips*  
*Clear roadmap to enhanced performance*  
*Industry-expert consulting services*

*Global benchmarking across all  
 free zone industries*

# YOUR FREE COMPLIMENTARY ACCESS

Integral part of your Izdihar Package

## FREE DELEGATION WORKSHOP

Dedicated Izdihar Index participants training workshop at the World FZO annual event



## FREE CONTENT ACCESS

Exclusive World FZO content accessible through a password-protected online link



## FREE CUSTOM REPORTS

Customised quarterly analytics with operational guidance to enhance each Izdihar Index pillar activities



# YOUR OPTIONAL ADD-ONS

**Choice of 8 ISO-certified consultancy and training mandates in specific areas**

- ✓ Compliance
- ✓ Sustainable procurement
- ✓ Labour relations
- ✓ Health, Safety & Environment
- ✓ Foreign Direct Investment
- ✓ Export strategy
- ✓ Digital innovation
- ✓ Customs policies

**3-day on-site missions by qualified vetted experts, with focus on specific best practice areas**



**ISO-CERTIFIED  
PACKAGES**



# WHY PARTICIPATE IN BEEC AND IZDIHAR PROGRAMS?



- **BEEC** data sets the **foundation** to implement Izdihar within a Free Zone
- Assembling your BEEC and Izdihar Index metrics is an immensely productive exercise
- **Benchmarking and measuring discipline adds value immediately**

- The Izdihar Maturity Curve offers a clear path towards your full potential
- Progress on your journey is clear and understandable by everyone
- **Izdihar Index ranks Free Zones against their potential rather than each other**

- Expert consulting missions shape a free zone's trajectory in a fully customised way
- The transformative result delivers a free zone that is the best it can possibly be
- **The combination of customized analysis, training & consulting insights is unparalleled**

- Free zones taking part in BEEC earn credibility by demonstrating initiative
- Taking part in the Izdihar Index journey puts you in a different league immediately
- **Izdihar certificates and Free Zone of the Future Status provide valuable tokens of success and achievement globally**

# YOUR NEXT STEPS – BEEC AND BEYOND

## Step 1 - BEEC data

March

Your journey to greatness begins with data

## Step 2 – Izdihar data

June

This leads to your qualitative assessment to generate metrics

## Step 3 –Maturity Curve

October

These metrics provide status relative to your full potential

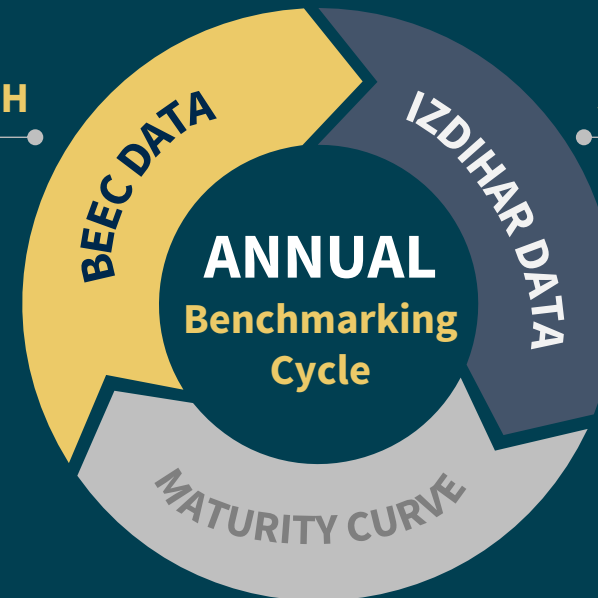
Every year, this cycle brings you closer to Free Zone of the Future certification.



MARCH

### 1. DATA

Your **BEEC** data should be kept up to date every year. This ensures your continued World FZO membership and access to the Izdihar Index program



JUNE

### 2. METRICS

Your **Izdihar** qualitative metrics reflect your efforts towards achieving your full potential as a Free Zone proposition



OCTOBER



### 3. STATUS

Your position on the **Maturity Curve** shows your progress on your journey to full potential


Visit [izdihar.worldfzo.org](https://izdihar.worldfzo.org)  
to upload your data and begin your journey  
to your full Free Zone potential

# GET IN TOUCH

A World Free Zones Organization representative will set up your Izdihar Index package at your request

OFFICE # 1090, 1ST FLOOR, 7W-B, DUBAI  
AIRPORT FREE ZONE PO BOX 371113,  
DUBAI, UNITED ARAB EMIRATES

 [Worldfzo.org](http://Worldfzo.org)

 +971 4 204 5473

 [services@worldfzo.org](mailto:services@worldfzo.org)

